



Marine Corps War College

- *Senior service college -- one academic year in length.*



- *US Marine, US Navy, US Air Force, US Army, US Coast Guard, and Civilian Executives.*

- *Active learning, on-site seminars, extensive travel -- all focused on the strategic level of war.*

Colonel John Turner, USMC, Director

*As a senior-service college in Professional Military Education, the Marine Corps War College offers students a unique educational environment using an intense and focused curriculum with a small, highly experienced, broad-based, and meticulously screened student body. Upon graduating, the students are prepared to meet the critical responsibility of educating future leaders of their services and respective agencies. As such, a clear emphasis on high academic and professional standards appropriate to **graduate level education** is maintained.*

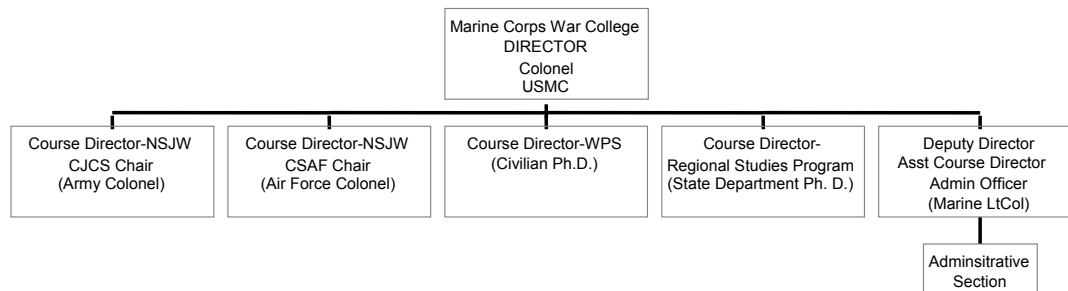
WEB SITE

<http://www.mcu.usmc.mil/MCWAR/index.htm>

MISSION

The mission of the Marine Corps War College is to educate selected senior officers and civilians for decision-making during war and military operations other than war in a joint, interagency, and multinational environment. Marine Corps War College graduates are prepared to assume senior leadership positions of increasing complexity through the study of national military strategy, theater strategy and plans, and military support to those strategies within the context of national security policies, decision-making, objectives, and resources.

ORGANIZATION



<u>Rank</u>	<u>Billet</u>	<u>Commercial (DSN 278-xxxx)</u>
Col	Director	(703) 784-4081
LtCol	Deputy Dir	(703) 784-4082
Col (USA)	Course Dir	(703) 784-1061
Col (USAF)	Course Dir	(703) 784-1061
Ph.D.	Professor	(703) 784-4081
Ph.D.	Professor	(703) 784-1061
GySgt	Ops Chief	(703) 784-4081
NCO	Admin Chief	(703) 784-4082

FACULTY

Col John H. Turner, USMC, *Director*, was a Marine Corps Fellow at the Defense and Arms Control Studies Program, Massachusetts Institute of Technology; MA from Catholic University of America, Washington, DC, and a BA from Oklahoma University.

LtCol Thomas J. Felts, USMC, *Deputy Director*, was the inaugural Marine Corps Fellow at the Center for the Study of Professional Military Ethics, United States Naval Academy; MA from Naval War College, Newport, RI, and a BS from Texas A&M University.

Col William S. Huggins, USAF, *National Security Course Director*, a graduate of the Army War College; MA from Creighton University; MBA from University of North Dakota; Olmstead Scholar, *Institut d'Etudes Politiques*, University Lyon II, France.

Col Harold G. Walker, USA, *Joint Warfare Course Director*, a graduate of the Industrial College of the Armed Forces; MS from the National Defense University, and a BS from University of Southern Illinois at Edwardsville.

Dr. William Morgan, Department of State, *Visiting Professor and Regional Studies Program Director*, Ph.D and M.A. from Claremont Graduate University, B.A. from California State University, Long Beach, California.

Dr. Joseph L. Strange, *Professor of Strategic Studies - War, Policy, and Strategy, and Middle East Regional Studies Course Director* Ph.D. from the University of Maryland and a MA & BA from Mansfield University, Pennsylvania.

Additionally, the War College leverages the expertise throughout government and academia with adjunct faculty members.

EDUCATIONAL PHILOSOPHY

The Marine Corps War College employs active teaching methods to provide a professional educational experience where students are accountable to both the faculty and their peers for their contribution. The small student body and low student-to-faculty ratio enhance this active learning experience. Instructional methods and techniques include extensive reading, seminars, formal and informal presentations, tutorials, case studies, research, writing, war games, decision exercises, and examinations.

The College acknowledges that senior military and civilian leaders must complement competence in national defense matters with an understanding of the political, economic, social, and informational environments, which influence the formulation of national strategy. Domestic and international travel provides opportunities to meet with senior government and civilian leaders who share responsibility for formulating national policy and strategy. Such travel, integrated throughout the curriculum, complements the National Security and Joint Warfare course and the Regional Studies course. This travel provides a global perspective and framework upon which students can base their analysis, assessment, formulation, and application of national and military strategy.

These active learning methods require diligence, self-discipline, and time for preparation and reflection. Accordingly, well planned professional study and preparation time (PSPT) is a vital aspect of the War College's curriculum. This PSPT is integrated throughout each academic course as time students may use to prepare for each class.

EDUCATIONAL OBJECTIVES

- Provide an encompassing and pragmatic intellectual foundation from which to apply the art and science of war in assessing past, present, and future national security and national military strategies.
- Analyze, evaluate, and apply the relationships among policy and strategy; political, economic and social forces; and the application of joint military power within the global context of national security issues.
- Develop students sensitive to, and skilled in, the employment of joint and multinational military forces to achieve national objectives.

- Provide graduates a war college education focusing on combining operational competence with sound military judgment, decision making skills, and strategic thinking.

STUDENT BODY

The student body generally consists of seven Marine officers including an officer from the Marine Corps Active Reserve (AR); two officers each from the Navy, Air Force, and Army; one Coast Guard officer; and a combination of civilian representatives from the Department of State, Department of Defense, and other government agencies. All students are Lieutenant Colonels/Commanders, Colonels/Captains or the civilian equivalent. Factors considered in the selection for this program include: quality of professional record, Military Occupational Specialty credibility, academic background, seniority, prior Joint or Service headquarters experience, O-5 level command, and promotion potential.

HISTORY

In 1988, the Marine Corps undertook the most extensive and significant redesign of its professional military education (PME) system since 1920. One result of this effort was the establishment of the Marine Corps University (MCU) at Quantico, Virginia on 1 August 1989 by order of the Commandant of the Marine Corps. Responsible for creating and implementing a Corps-wide program of professional military education (PME), the University has become a center for learning and innovation.

On 1 August 1990, the Art of War Studies program was created under the Marine Corps Command and Staff College. The following year this program matured into the Marine Corps War College under MCU as the Corps' senior-level PME school. The College was designed to be a cornerstone in the Commandant's plan to revamp the Marine Corps' PME system.

The establishment of the Marine Corps War College clearly highlights the Marine Corps' commitment to PME and helps ensure the Corps' ability to fulfill its role within the Nation's Armed Forces. As a senior-level institution, the Marine Corps War College prepares its graduates for senior leadership positions and staff responsibilities on joint and multinational staffs. On 14 November 1994, the Chairman of the Joint Chiefs of Staff

recognized the College as a fully accredited Program for Joint Education (Phase I).

Effective August 2001, MCWAR students are awarded a Masters of Strategic Studies upon graduation.

CURRICULUM

The Marine Corps War College's curriculum consists of:

- War, Policy and Strategy
- National Security and Joint Warfare
- Regional Studies
- General Studies
 - Independent Research Project
 - Executive Speaking Program
 - Leadership/Contemporary Issues Program

The following chart depicts the Marine Corps War College academic schedule:

AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
WAR, POLICY AND STRATEGY (WPS)					NATIONAL SECURITY AND JOINT WARFARE					
REGIONAL STUDIES										→
GENERAL STUDIES										→
INDEPENDENT RESEARCH PROJECT										→
JPME										→

War, Policy and Strategy

The War, Policy and Strategy course is about critical analysis and judgment primarily at the strategic level of war. It emphasizes the relationship between moral and physical dynamics of war, and between national military power and other elements of national power, as factors contributing to national success or failure in war.

- Sir Michael Howard and President Dwight Eisenhower offer the following admonitions on the strategic level of war:

“Wars are not tactical exercises writ large. They are ... conflicts of societies, and they can be fully understood only if one understands the nature of the society fighting them. The roots of victory or defeat often have to be sought far from the battlefield, in political, social, and economic factors....” (Howard)

“No mastery of command can substitute for an intelligent comprehension of the economic goals, the political impulses, the spiritual aspirations, that move tens of millions of people....”
(Eisenhower)

War, Policy and Strategy emphasizes “holistic” strategic and military effectiveness – i.e., that individual actions and applications of national power, and especially national military power, at all levels of war (strategic, theater-strategic, operational and tactical) must act collectively in a synergistic manner, instead of working at cross purposes. Otherwise, so-called smart and clever moves at the lower levels of war can have decisive adverse psychological and psychosocial consequences at the strategic level of war. War, Policy and Strategy emphasizes that successful national strategies in all types of conflicts – including conventional war – are made up of a political and a military component tailored to enemy and friendly strengths and weaknesses.

This construct is commonly understood in counterinsurgency strategies and campaigns (e.g. the Vietnam War); it is less commonly understood by senior military officers as an explanation for Napoleon’s defeats in the Peninsular War and in Russia, for Union and Confederate successes and failures in the Civil War, for ultimate German defeat in World War I, and for German and Japanese defeat in World War II.

War, Policy and Strategy therefore stresses the importance of senior political and military leaders asking the right questions at the outset (or early stages) of any conflict: What do we know about the enemy nation – its culture, society, history, economy, psychology? This involves looking beyond enemy orders of battles and traditional indicators of military strength. What is the true nature of the conflict? What are the likely limitations of military power in this conflict? What is the relation between the military and political end states? Is the enemy’s concept and definition of defeat the same as ours? Is our national strategy and national military

strategy in harmony with the requirements of holistic strategic and military effectiveness? Do we have a viable military strategy of perception control? These and similar associated questions define an intellectual process at the strategic level of war which we at the Marine Corps War College call “Capital W War.” A persistent recurring historical theme is that when Capital W War thinking is out of balance, operational and tactical successes are more difficult to achieve and/or may be irrelevant.

War, Policy and Strategy stresses that national success in war and conflict requires not only a sound strategy but *the practical application of that strategy at the operational and tactical levels* – and that strategic thinkers and decision-makers bear some responsibility for formulating strategies which can be successfully executed at the operational and tactical levels. It does little good, for example, to address (and attempt to fix) British “strategy” associated with the 1915 Dardanelles campaign without also addressing causes for the dismal tactical and operational failures which will be forever associated with the word “Gallipoli”.

War, Policy and Strategy is not a traditional military history course, but instead uses selected wars, strategies and campaigns as vehicles for critical analysis and assessment, with the objective of developing sounder and keener instincts at the strategic level of war.

National Security and Joint Warfare

History demonstrates that to formulate and implement successful national security policies, senior national leaders must be able to wisely orchestrate the four elements of national power: diplomatic, economic, informational (psychological), and military. It is essential that senior military leaders develop an in-depth understanding of the interplay of these elements so that proper military advice is provided to civilian leadership and a sound military strategy is developed.

For the Marine Corps War College, developing an in-depth understanding begins in the War, Policy and Strategy (WPS) course and carries through the Regional Studies Program where students broaden their understanding of national power in a theater/regional or multinational context. Both of these courses complement the National Security and Joint Warfare (NSJW) Course, designed to provide students with an in-depth understanding of both national security affairs (focusing on the national security decision-making process) and joint warfare (focusing on the role of the military in national security). The NSJW course examines the

relationship between the National Security Strategy and national military objectives and strategy as delineated in the National Military Strategy. In doing so, NSJW explores the context within which military advice is rendered, policy and strategy decisions are made, and military operations are carried out. Key to this are command and personal relationships at the highest levels of the U.S. national security establishment (President, Vice President, Secretary of Defense, Secretary of State, the Joint Chiefs of Staff, the Joint Staff, and the unified command Commanders in Chief), during peace, war, and small-scale contingencies.

The economics portion of NSJW introduces students to macroeconomics and the interrelationships of economic security and national security. A nation's economic condition heavily impacts its ability to apply national power and thus, impacts national security. The importance of a nation's domestic economic condition as it relates to the viability of its military power and capacity to mobilize for conflicts is explored both in NSJW and throughout the academic year in the following themes:

- Central role of economic strength in maintaining and projecting national power.
- Growing interdependence of the global economic environment and impact of this interdependence on national power.
- Global move to the market system and free enterprise.

As the world grows more interdependent, economic power will increasingly share center stage with military power as supporting instruments for diplomatic influence abroad. NSJW delves into the relationships between the strategic and operational levels of war and the procedures by which a commander translates national policy objectives into theater-strategic military objectives. Current Joint and Service doctrines, the factors influencing their development, and conflicts between Service and Joint doctrine are examined with discussion revolving around resolution of any such conflict(s). NSJW includes an assessment of capabilities and limitations of the U.S. Armed Forces and the national military command structure/system.

During the NSJW course, students are provided ample opportunity to explore and assess joint planning procedures and the ability of combatant commanders to reconcile national objectives and available means. Students develop commander's estimates of the situation, commander's concepts, and

theater-level campaign plans for joint and multinational operations in various theater contexts. A major portion of the NSJW course is devoted to a war college wargame known as the Joint Land, Aerospace, and Sea Simulation (JLASS) with participation from all Top Level Schools. Students from the various colleges plan for and play the roles of The Joint Staff, warfighting regional CINCs, and service components in this dynamic, seven-day wargame conducted at Maxwell AFB, Alabama. JLASS provides students a unique opportunity to apply principles and concepts learned during the academic year.

The NSJW course takes advantage of the Marine Corps War College's close proximity to Washington D.C., and civilian and military leadership, by traveling to the Pentagon, the State Department, the Congress, and think-tanks to discuss issues with many of the principals involved.

The next generation of senior officers and leaders must be prepared to think critically and creatively in the broad arena of challenging issues associated with our national security—to lead and perform in an environment of accelerating change. NSJW and the other courses offered in the Marine Corps War College curriculum are aimed at graduating an officer better prepared for the challenges of the 21st Century.

Regional Studies

The Regional Studies Program takes a strategic look at the Middle East, Latin America, Europe, and the Pacific Rim. The program is integrated throughout the academic year and focuses on the cultures, politics, economics, and U.S. national objectives within vital regions of the world. The course uses military leaders, visiting scholars thoroughly attuned to world dynamics, and visits to and discussions with the nation's foremost military leaders and civilian authorities. All combine to provide a multi-dimensional perspective for the intelligent analysis of U.S. global interests, regional policy objectives, and the formulation of effective strategies.

Travel includes class trips and seminars with key personnel from NATO, SHAPE, EUCOM, PACOM, CFC KOREA, SOUTHCOM, and many more.

General Studies

General Studies combines the remainder of the academic curriculum under one course director. General Studies includes an independent research

project, executive speaking course, lunchtime leadership series, and a Leadership and Ethics course. These studies address relationships between leadership skills and organizational success. The curriculum is designed to provide opportunities for discussion with key civilian and military leaders.

The Independent Research Project provides each student the forum to develop, analyze, and assess issues relevant to the Marine Corps War College curriculum. The research and resulting paper are scholarly efforts drawing original conclusion(s) from the author's extensive research. This project reflects the author's ability to research, organize, analyze, and effectively communicate through the written medium—skills essential to leadership. The paper should be suitable for publication in a professional journal (e.g., Joint Force Quarterly or Proceedings).

The Executive Speaking course is an intensive skill-building workshop in advanced oral communications. The focus is directed at organized, focused, action-oriented, and persuasive presentations. The course includes videotaped presentations, techniques of dealing with the media, and individualized delivery techniques.

The lunchtime leadership series provides a forum for students and invited guests to explore and exchange views on leadership, current or emerging issues, experiences, and philosophies. These opportune leadership seminar-style lunches are conducted throughout the academic year with focus on national and military policies and programs relating to topical interests and issues.

The Leadership and Ethics course provides a discussion of contemporary leadership issues, an examination of Just War Theory, and capstone discussion of the duties of a professional military Officer.

Joint Professional Military Education

The 1986 Goldwater-Nichols Defense Reorganization Act, along with its more obvious implications for DoD reorganization, marked the genesis of what we know today as Joint Professional Military Education. In November 1987, a special panel, chaired by Congressman Ike Skelton, was formed to assess a wide range of issues confronting military education. Of prime interest to the panel was determining the ability of the DoD Professional Military Education System to develop officers competent in multi-service matters. Also, to determine whether that system was doing all it could to

produce professional thinkers—strategists as well as officers competent in the strategic, operational, and tactical employment of joint military forces.

The Skelton Panel, as most will refer to it, issued its report in April 1989 which included recommendations directed at improving military education in the areas of curriculum, student quality and mix, faculty, evaluation, and establishing a two-phase system (PJE Phase I and Phase II) to educate joint specialty officers. The Joint Staff promulgated the policies, procedures, objectives, and responsibilities for officer professional military education in the Chairman's Military Education Policy Document (MEPD), now titled the Officer Professional Military Education Policy (OPMEP).

While each service is responsible for and oversees its own officer military education system, the OPMEP provides joint curriculum guidance to the services and their PME institutions and includes specific learning areas and objectives.

The Chairman of the Joint Chiefs must accredit all JPME programs. The accreditation process, known as the Process for Accreditation for Joint Education (PAJE), assures the Chairman that each school properly executes the policies and guidance outlined in the OPMEP.

The Marine Corps War College and its curriculum were accredited in November 1994.

Jointness is a prominent and fundamental theme woven across the Marine Corps War College curriculum. The curriculum has been crafted to meet Marine Corps requirements for the professional military education of its future senior leadership. It also provides the joint education of a multi-service student body that will provide graduates with the skills and decision-making abilities to operate in the increasingly dynamic joint and multinational environment of war and military operations other than war. Fundamental to the curriculum are the following objectives:

- Provide an encompassing and practical intellectual foundation from which to apply the art and science of war in assessing past, present, and future national and military strategies.
- Analyze, evaluate, and apply the relationships among policy and strategy; political, economic and social forces; and the application of joint military power within the global context of national security issues.

- Develop officers sensitive to and skilled in the employment of joint military forces to achieve national objectives.

Recurring Themes

Recurring themes maintain student orientation and focus, bind together educational and developmental goals, and establish clear relationships between diverse aspects of individual course and the overall objectives of the curriculum.

The following themes are representative of those that guide critical thinking, analysis, and application throughout the College curriculum:

- Nature and dynamics of war/military operations other than war.
- Application/relevance of military theory.
- Causes of conflict.
- Relationship of the elements of national power to the application of military power in the international environment.
- Principles of War (W/w - strategic and operational levels of war).
- Holistic military effectiveness and the relationship among the political, strategic, operational, and tactical levels of war.
- Joint/multinational/coalition warfare/campaigning.
- Role of the United States Armed Forces in national security.
- Lessons learned for future development.
- Military leadership and professional ethics.
- Total Force planning and employment.

STUDENT EVALUATION

The College's evaluation system parallels other senior-Service schools by establishing and emphasizing high academic standards appropriate to graduate-level education. Grading by course directors is based on a variety of oral and written evaluations with an emphasis on quality seminar contribution. Grades of A, B, C, D or Incomplete may be assigned. However, only an A or B represents an acceptable level of performance. A course grade of B- is considered the minimal acceptable grade to complete a course. A grade of C+ or less is considered below the level of performance expected. Students who receive a course grade below B- are counseled by the specific course director and require remediation.

AWARDS

Distinguished Graduate Program. The Marine Corps War College's Distinguished Graduate Program is designed to recognize superior achievement and encourage the highest degree of excellence. At the end of the academic year, the Marine Corps War College faculty selects the top two officers in the class, based upon a holistic evaluation of the officer's leadership qualities and superior academic performance, with emphasis on academic performance. These officers are recognized during the graduation ceremony, awarded a cash prize from the Marine Corps University Foundation, and their official records are appropriately annotated.

Faculty Writing Award. The Faculty Writing Award is presented to the Marine Corps War College student whose research paper is determined to be most suitable for publication in a professional journal for that academic year. All Marine Corps War College student research papers will be considered for this award.

The research papers will be evaluated upon:

- Organization, including conceptualization, objectivity, and author's perspective.
- Research sources used, both primary and secondary.
- Presentation of information, including: charts, graphs, tables, appendices, etc.

- Suitability for publication.

The winner will be presented the Faculty Writing Award (i.e., a plaque and a gift certificate to the MCA bookstore) at the graduation ceremony.